

VITAL INTEREST OF BUSINESS WORLD IN NATIONAL DEFENCE

By EUGENIUS H. OUTERBRIDGE,
President of the Chamber of Commerce.



Eugenius H. Outerbridge.

sciences to industry economic changes were more local in influence or were much slower to make themselves felt in places distant from their origin. New business and finance are subject to shocks, often sudden and from remote places, but which vibrate instantly in the large centres of the world.

The accomplishments of science have been more and more applied to industry in all forms of activity and the employment of experts in the various sciences has become an essential factor of success in all departments of constructive endeavor.

Concomitant with the progress of science the influence of ethical and religious principle in the growth of civilization has tended to produce higher aspirations and in many cases the belief that civilized nations had arrived at an advanced view of their mutual obligations toward each other and that principles of right and justice would prevail and would prevent aggression of one toward another except under such provocations as would, in the eyes of the world, justify war to exact retribution or to defend national integrity.

The world, therefore, stood aghast when the discovery was forced upon it that the standard of civilization had not reached such a point. The spirit that had led to numerous international congresses designed to develop a method of settling international disputes by an arbitral international court of justice and to provide by international agreement for a more humane conduct of war, where war became inevitable, and especially to provide for the protection of the lives, liberty and property of neutrals and non-combatants, could no longer be recognized as in existence in view of the conditions which developed immediately upon the outbreak of the war in Europe in August, 1914.

If that spirit was yet in existence, it proved entirely ineffective in checking the passions and the methods which immediately came into play. All of the achievements of science which for a century had been applied to the development of industry and the improvement of social conditions were at once diverted with frightful ingenuity and ruthless usage to the destruction of life, liberty and property.

The commercial and financial world was shaken to its very foundations. The dislocation of all established order prevailed; the industrial efficiency of at least half the world was diverted from all peaceful pursuits to the sole production of the materials and machinery for war; ethical and religious principles no longer restrained men or governments from brutalities which six months earlier would have been inconceivable to any but savages.

Civilization seemed a word mockery of aspirations and beliefs never realized. How does this all affect us?

The insular position of our country with wide oceans on either side had long been considered a natural protection of insuperable character. Neither our people nor our Government had given any consistent thought or followed any consistent policy relating to preparedness for defence.

With the rude awakening of the war and the developments which proved that these oceans might be easy highways of attack instead of protective barriers, it was not strange that there should be confusion of ideas and widely divergent opinions as to the duties and responsibilities and the methods of preparation that would provide adequate defence.

While the people were feverishly pursuing material things, Congress concerned itself with the industrial and social order.

It is true that during all this time the Government had in its employ

Folly to Ignore the Currents of War That Have Been Let Loose, Says Eugenius H. Outerbridge

For keeping the skilled labor at work in the mills was brought home to them. In France, due to universal training and the carefully kept record of every man of military age, the job of bringing these men back from the front and putting them at work again was comparatively easy and was accomplished rapidly. In England, however, where the conditions were very similar to those which exist with us, no record of skilled labor had been kept.

The men who had gone to the front could not in a large majority of cases be brought back and made to take up their work at the lathe and at the forge. As a result, while France has been able to do wonders in the industrial line, England has been lame.

Britain naturally turned to this country and millions of dollars of orders have been placed with American manufacturers, and yet after two years, nearly, in which preparatory work has been carried on by our American manufacturers, one of the representatives of the English Government thirty days ago made the statement to me that if England lost the present war it would be due to the non-delivery by American manufacturers of rifles and other munitions with which to arm her troops. This statement was further made that while the creation of armies had been easy, some millions of men constituting those armies were to-day drilling with dummy guns and that not more than one out of ten of the reserve forces now being fitted for the front could be equipped with an up-to-date and efficient rifle.

If these conditions exist in the foreign countries, and if in all the talk of

this country a specification has been made that six extra barrels be supplied with each machine gun; therefore, in the manufacturing of 10,000 of these guns 70,000 barrels must be supplied.

Now we must remember in considering the conditions which existed at the outbreak of the war that while we look upon the performance which Germany has put up in an industrial line with a feeling of awe and of mystery, this whole subject of industrial preparedness is after all merely one of big business. A friend of mine happened to be in Stuttgart on the afternoon that war was declared. He was visiting one of the great industrial plants which supply much material, or did, to the motor car industry.

A telegram announcing the declaration of war was received at this plant at about 2 o'clock in the afternoon. Within one hour after the receipt of that telegram one-third of the men had left the plant and were on their way to the front. About another third of them had been sent across the grounds of the plant to a storehouse from which were taken the jigs, gauges and tools required for the war product for which that concern was to be held responsible. Almost without a stoppage of a wheel the facilities of the plant were turned from the production of materials of peace to the production of materials for the fighting line.

We possibly may never arrive at such a state of preparedness, because that state of preparedness reflected forty or fifty years of consistent and properly directed preparation looking toward one end. But if we are to have any preparedness of any kind



Benjamin B. Thayer, vice-president of the Anaconda Copper Mining Company, a member of the committee.

Photo by Eric Macdonald.

DEFENSIVE MECHANISM INCLUDES EVERY PLANT

By HOWARD E. COFFIN,
Vice-President Hudson Motor Car Company.

MOST of us think of an army and a navy when preparation for war is mentioned. This phase of preparedness has been heard most in oratory and have read most in the literature of the last few months. It is the phase which carries with it the name of the phase which appeals most to our conception of warfare.

But the last two years of the foreign struggle have brought home to us in this country a realization that we must change our entire conception of the nature of modern warfare and that the war of the future, as in the case of this present war, will be won not alone by the armies and the navies of the nations engaged but by the fighting industries of those nations. It has come down to a question not of the professional fighting machine, as exemplified in the warship, but to the question of the abilities of every man, woman and child of the nations involved. Every line of industry and every plant in every industry touches at some point the defensive mechanism of a nation.

There are certain major factors which enter into the very foundation of any plan for our national defense. Warlike and peaceable alike, however, a realization of the changed conditions of warfare was brought home to these countries. The necessity for keeping the skilled labor at work in the mills was brought home to them. In France, due to universal training and the carefully kept record of every man of military age, the job of bringing these men back from the front and putting them at work again was comparatively easy and was accomplished rapidly. In England, however, where the conditions were very similar to those which exist with us, no record of skilled labor had been kept.

The men who had gone to the front could not in a large majority of cases be brought back and made to take up their work at the lathe and at the forge. As a result, while France has been able to do wonders in the industrial line, England has been lame. Britain naturally turned to this country and millions of dollars of orders have been placed with American manufacturers, and yet after two years, nearly, in which preparatory work has been carried on by our American manufacturers, one of the representatives of the English Government thirty days ago made the statement to me that if England lost the present war it would be due to the non-delivery by American manufacturers of rifles and other munitions with which to arm her troops. This statement was further made that while the creation of armies had been easy, some millions of men constituting those armies were to-day drilling with dummy guns and that not more than one out of ten of the reserve forces now being fitted for the front could be equipped with an up-to-date and efficient rifle.

W. S. Gifford, chief statistician of the American Telephone and Telegraph Company, who is acting as supervising director of the committee.

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the tremendous manufacturing activity of this country on munitions matters it is brought home to us that after all we are merely dealing with the fringes of the pool, it is enough, it seems to me, to make us wonder what on earth would have been our position had we been one of the parties involved in the present European argument.

Take, for instance, one problem—the supplying of an American army with machine guns. The experience on the European fighting line has been that a dozen men equipped with machine guns may stop easily and in comparative safety the movement of 5,000 men armed with rifles. Germany is credited with having had between 50,000 and 60,000 machine guns at the beginning of the present war, and how many have been manufactured since we can compare this with our own situation we are prompted to think of the witicism of one of the comedians on a New York stage following the Columbus raid, when he read a telegram addressed to Congress asking them to purchase one more machine gun, because the one on the Mexican border had been jammed on account of darkness.

The building of a machine gun is merely one incident in the fitting out of an army with fighting munitions; yet this one incident is indicative of the whole range of the work. A machine gun is, as you know, a fairly simple looking, innocent appearing little institution which delivers something between 600 and 900 bullets a minute, and in doing so very frequently overheats its barrel, necessitating a change and a quick change, sometimes under very unfavorable circumstances—of that barrel. Now on recent orders which have been placed in

a perfect article upon which our men must depend for their lives. On the western front of the battlefields of Europe not less than 150 of the big guns have been blown up through premature explosion, killing in each instance practically the entire crew of eight men—all due to faulty shells. I suggest that you, the reader, place yourself for a moment in the position of one of our men in khaki, holding down a place in a trench, with scarcely elbow room in which to operate, bearing in one hand a cord from apparatus looking very much in external appearance like a penicillin.

Imagine if you can that you have just released the little lever which starts the fuse burning, holding this "penicillin" in your right hand with the knowledge that within five seconds it is going to explode, and counting with your other hand, one, two, three with the idea that you are to throw it so that it will explode just as it touches the ground in an opposing trench perhaps only a few feet away. I would like to ask you whether or not it would occur to you to wonder whether the man who made that hand grenade in a factory out in Hamilton, Ohio, perhaps knew exactly how a hand grenade ought to be made.

It is hard for us to believe that we will ever be called upon to defend this country. It is hard for us to believe that we must go about preparedness in such a practical manner that in the course of three or five years we will have arrived at some true state of military preparedness. There is not the least particle of use for us to approach the subject along the line of popular conception of preparation for defense.

Most of us feel or have felt in the



Committee on Industrial Preparedness of the Naval Consulting Board.

Left to Right—Thomas Robbins, secretary; B. G. Lamme, Howard E. Coffin, William L. Saunders, Lawrence Addicks and William Le Roy Emmet.

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try, cultured women, such as your wives and mine, are going into the factories and the mills and are working in seven hour shifts along with the regular labor in the production of the munitions of war. It is indicative of the seriousness with which these women are taking up this work that they are in many instances setting the pace for the workmen in the regular lines; in short, are producing more material per hour than these regular workmen.

There is one very vital element of industrial preparedness upon which I shall touch. We have seen a great deal in the papers as to the attitude of organized labor toward the preparedness movement. We have seen resolutions passed by the various labor organizations opposing preparedness—opposing increases in the army and in the navy.

Now, this does not represent the true attitude of organized labor. One of the first steps taken by my committee of the Naval Consulting Board was to insure that in this country we may avoid the labor difficulty which was encountered in England. I refer to the loss of touch with the skilled workers necessary to the support of the fighting line. There is no doubt where organized labor will stand in this question of industrial preparedness.

And with the producing and manufacturing resources of this country easily equal to those of any two other nations of the world, it seems to me clear that if we desire to write for this nation the very best insurance policy against war it lies in the procurement to the other nations of the world that we have these resources so organized that we can, in the shortest and in greatest quantity continue the production of war materials.

The business man has been in the stress and strain of the commercial community of this city has always given freely of its money and its resources and it has always been represented by personal service when the nation issued the call to arms. The business man has been severely criticized from time to time and often unjustly so, for not giving more encouragement to those of his employees who desired to perfect themselves in military drill either by joining the military or by attending the summer camps for military training. Employers who have thoroughly understood the situation have and their full duty in the interests of the national defense.

Not only for the protection of the nation in case of need but as well for the cultivation of the moral, mental and physical qualities and to increase the efficiency of our youth and young men the Merchants Association favors the adoption of training in summer camps and in the schools and believes in the development of the habit of self-reliance and the habit of precision and discipline which are the hand which military and naval forces.

Business is a hard thing to do. It is a hard thing to do in the midst of a war which is a hard thing to do. It is a hard thing to do in the midst of a war which is a hard thing to do.

One hears much about efficiency systems these days, but the most efficient system is that which comes from the hands of men who have been trained in the habits of precision and discipline which are the hand which military and naval forces.

2. That a council of national defense be created by law to assist in the development of an adequate and continuing policy for the protection of the nation.

3. That a staff of industrial mobilization be forthwith created by law and so organized and maintained in times of peace as to insure the most effective use of the resources of the United States in case of war.

4. The immediate adoption of a program of naval construction sufficient to restore the United States at least to its former position of second naval power in the Atlantic, with a surplus in the Pacific sufficient to protect its coasts, its possessions, its trade routes, the Canal Zone and adjacent territory.

5. The creation of a general staff for the navy, by strengthening the present office of naval operations of the Navy Department or otherwise.

6. An increase in the regular army until together with the trained reserves it shall be sufficient to furnish the first line of land defense as recommended by the General Staff of the army or by the Council of National Defense or a similar body.

7. The adoption of universal military training as a fundamental democratic principle of our military policy and its enforcement by law so as to furnish adequate military, naval and industrial forces in peace and war. The committee in making this recommendation recognized that the military obligation is equal with the civic in a republic, and that a system should be established which would affect every man alike.

8. The education of private industry in time of peace for the manufacture of munitions and other materials in time of war and under preparedness Government regulation of prices, so that it will not be necessary in such an emergency to trust in Federal price alone.

9. It is recommended that private arrangements with private manufacturers for the production of war material in time of peace shall serve not only to supply current needs

VOICE 'OF BUSINESS ON DEFENCE IS EMPHATIC

By WILLIAM FELLOWES MORGAN,
President of the Merchants Association.

THE leading commercial and financial institutions of the country are deeply interested in the preservation of the nation and the maintenance of peace and order and for that reason we find them aligned on the side of preparedness.

The great parade in which thousands of the employees of the various business institutions of the city took part is only one manifestation of the attitude of the commercial community toward the national defense.

Fully a hundred cities in the United States have had similar demonstrations of the sentiment of merchants and manufacturers toward the nation. The fact that so many of our leading business men have given to this time the opportunity to take part in the military training camps is another happy augury.

How thoroughly the business men of the country are aroused to the need of concerted action for the protection of the nation from aggression was well shown by the overwhelming majority of the business bodies which gave assent to the radical programme for defense outlined in a referendum of the Chamber of Commerce of the United States, which was undertaken at the request of the Merchants Association and other members of the national organization.

The proposals which formed this referendum were framed by a special committee on the national defense, of which the president was Bascom Little, president of the Cleveland Chamber of Commerce. The ten proposals represented mature thought by men who, although they had been engaged in commercial pursuits, had given much attention to military matters. The military committee of the Merchants Association had indeed bestowed much thought on the matter for months before the beginning of the great world war or even before it was indicated, and our committee had done all in its power to encourage enlistments in the National Guard of our own State.

The recommendations, which were practically unanimously approved by hundreds of representative commercial organizations, may be summarized as follows:

1. For the preservation of the peace and honor of the United States, the national defense forces shall be increased on both land and sea and the industrial resources so coordinated that they shall make fully available the military, industrial and financial strength of the nation.

2. That a council of national defense be created by law to assist in the development of an adequate and continuing policy for the protection of the nation.

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